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February 12, 1965

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MEMORANDUM FOR: [REDACTED]

Chief, CODIB Support Staff,  
Central Intelligence Agency.

SUBJECT : Terms of Reference, Task Team VII

1. The draft Terms of Reference that you sent last week proved indeed helpful. As you will see from the enclosed re-draft, I have taken some liberties with your draft to reflect my understanding of a discussion that Paul Borel and I had sometime ago. I have also discussed the re-draft with [REDACTED] He agrees that it is a fair representation of the tasks that he likewise, in a separate discussion, understood Mr. Borel to favor.

2. If you have no objection to the redraft, therefore, I would appreciate it if you could have it reproduced and circulated. Prior to circulation, however, I would like to chat with you about the composition of Task Team VII.

[REDACTED] and I have also talked about this and have some ideas that, if you agree, you would be best able to put across.

3. Again may I thank you for your assistance.

A. Sidney Buford III  
Office of the Director, INR

Attachment:

Draft Terms of Reference.

State Dept. review completed

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UNITED STATES INTELLIGENCE BOARD

COMMITTEE ON DOCUMENTATION

TASK TEAM VII - ANALYST COMMUNICATION

Terms of Reference

I. OBJECTIVE

To study present practices and procedures in the field of intelligence analyst-to-analyst communications to ascertain whether improvement is required; and, if required, to develop proposals to facilitate the exchange between analysts of substantive information and personal judgment and expertise.

To determine, *inter alia*, the feasibility of establishing a centralized Intelligence Community directory service as an aid in any program for improvement.

II. SCOPE

A. All intelligence producing components of USIB Agencies that produce finished intelligence, basic, current, or estimative are within the scope of this problem. Organizations under contract to a USIB agency, non-USIB elements, or the Unified and Specified Commands and their components are not included at this time but the Task Team should recommend whether these should be included in a subsequent phase.

B. Analysts performing current, basic, and estimative intelligence analysis are to be included.

C. With regard to a centralized Intelligence Community directory service, the work of Task Team VII should supplement rather than duplicate the work of Task Team IX.

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D. All practical communications methods, including voice, image and message transmission at all appropriate security levels should be considered in connection with the improvement of analyst to analyst communication.

**III. TASKS**

A. Identify all organizations within the scope of this problem.

B. Identify and describe existing practices, procedures, and facilities for analyst to analyst communication.

C. Determine need for improvement in communications between analysts in these organizations.

D. Determine and describe various procedures and facilities that could be utilized to meet a need for enhanced communications between analysts.

E. Identify procedures and facilities to be adopted to provide the necessary improvement of communications, including appropriate equipment and the location thereof.

F. Determine methods and feasibility of collecting, publishing and maintaining data that would facilitate analyst-to-analyst communication, including identification of each.

G. Prepare appropriate recommendation to CODIB on the foregoing.

**IV. MEMBERSHIP**

A member familiar with intelligence production practices and procedures should be designated by each USIB Agency. Other agencies may be invited to participate if the Task Team believes they have an ability to contribute to the effort. Members will require appropriate 1/ security clearances and should have broad knowledge of intelligence analysis activities within their respective agencies. The CODIB Support Staff will provide a member who will also act as Secretary.

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V. GUIDANCE

This Task Team will be under the general guidance of CODIB.

In approaching its assigned tasks, this Task Team should take into consideration:

1. Advantages of improved analyst to analyst communications.
  - a. Cross-fertilization
  - b. Making available unique information, knowledge or expertise
  - c. Avoidance of duplicatory research
2. Disadvantages and dangers.
  - a. "False" coordination
  - b. Bypassing command channels and command control
  - c. Premature revelation of policy
  - d. Breakdown of security
3. Operational problems.
  - a. Identification of right individual
  - b. Locating individual
  - c. Physical means of contact--personal visit, telephone, grey line, etc.
  - d. Determination of security clearance (two way)
  - e. Discussion of controlled info--Limdis, Exdis, CS-DB, etc.
  - f. Encouragement of analyst to analyst communication

The Chief of the CODIB Support Staff will coordinate the work of this Task Team with the work of other Task Teams and will provide continuity of guidance in between the CODIB meetings.

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1/ See CODIB-M-59, paragraph 5.

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